

## **Section 8**

### ***Collection Reengineering***

#### **A Fresh Approach To Collection**

The goal of Collection Reengineering is to do a better job of matching our collection strategies with the individual taxpayer's circumstances. Many business taxpayers accumulate delinquencies for several quarters before being contacted by Revenue Officers. As a result, problems that might have been resolved easily have grown into much more serious situations. We need to provide Revenue Officers with the means to identify problems sooner in the process and work with taxpayers to find the best ways to bring them into compliance.

The Collection Reengineering Project is addressing this challenge in several ways, including:

- Providing Revenue Officers with enhanced financial management and workload management training.
- Working with Counsel to streamline policies and procedures.
- Developing more efficient case routing procedures.
- Increasing managerial engagement with employees on case-related matters.

For you and your clients, these improvements will mean more timely resolution of collection issues, with policies that are consistent with the needs of Small Business/Self-Employed (SB/SE) taxpayers.

#### **Why are these changes being considered?**

- Less collection activity;
- Low employee satisfaction;
- Old, uncollectible, and unproductive cases in current inventory;
- Cases not being properly or timely resolved;
- Restructuring and Reform Act of 1998 concern that IRS overreacted in some areas with overly restrictive procedures, resulting in ineffective casework and frustrated employees; and
- Current approaches not adequately addressing compliance for SB/SE customer base.

**What are we currently doing to correct the issues?**

- Assigning field collection inventory based on risk categories;
- Designing and developing enhanced financial analysis and workload management training;
- Working with Counsel to streamline policies and procedures;
- Working to efficiently route collection casework, from the notice process forward; and
- Increasing managerial engagement with employees on case-related matters.

Reorganization into the new business operating divisions necessitated a new approach for our new customer base.

**Results we are looking for:**

- Improved impact on compliance,
- Better business results, and
- Improved customer and employee satisfaction.